A large, faint Maltese cross logo serves as the background for the document. The cross has a central circle containing a fire hydrant. The words "FIRE" and "BUDDIES" are written in large, bold, sans-serif capital letters on the left and right sides of the cross, respectively. The words "SALISBURY" and "NORTH CAROLINA" are written in smaller, bold, sans-serif capital letters at the top and bottom of the cross, respectively.

# **SALISBURY FIRE DEPARTMENT**

## **Post Incident Report**

**SALISBURY MILLWORK**  
**1820 S. Martin Luther King Ave.**  
**Salisbury, North Carolina**

**March 7, 2008**

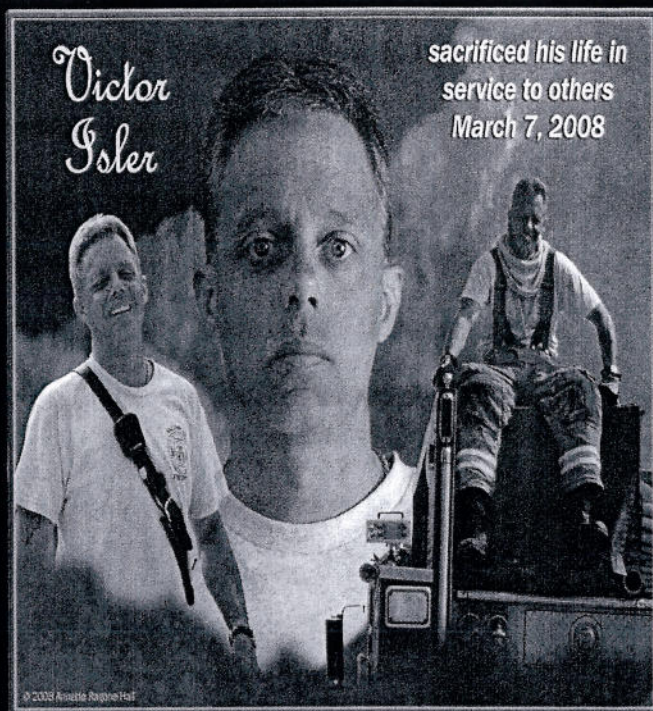
**City of Salisbury**



## Table of Contents

Page 3.....	Victor A. Isler Remembrance Page
Page 4.....	Justin E. Monroe Remembrance Page
Page 5.....	Introduction
Page 6.....	After Action Review Team
Page 7.....	Location and GIS Information
Page 8.....	Time of Response, Initial Crews Responding and Additional Persons on the scene
Page 9 – 10.....	History of the Building, Company Profile
Page 11.....	Pre-Plan
Page 12.....	Inspection History
Page 13 – 14.....	Review of PPE, Physicals and Training
Page 15 – 24.....	Chronological Order of Events
Page 25 – 31.....	Summary of Incident
Page 32.....	Summary of Water Usage
Page 33 – 34.....	Fire ground Factors and Post-Incident Comments
Page 39.....	Photo “A” View of Auto Exposures
Page 40.....	Photo “B” Basement View Entrance Delta side of Office
Page 41.....	Photo “C” View of Quint 4 protecting firewall & after May-Day
Page 42.....	Photo “D” View of Supply lines and Attack lines
Appendix “A” .....	Recent Radio Policy
Appendix “B” .....	Fire Flow Model
Appendix “C” .....	Updated Respiratory Protection Policy
Appendix “D” .....	Pre-Determined Assignment Policy 2-in/2-out
Appendix “E” .....	Terms and Definitions





## Victor A. Isler Rescue Company 1

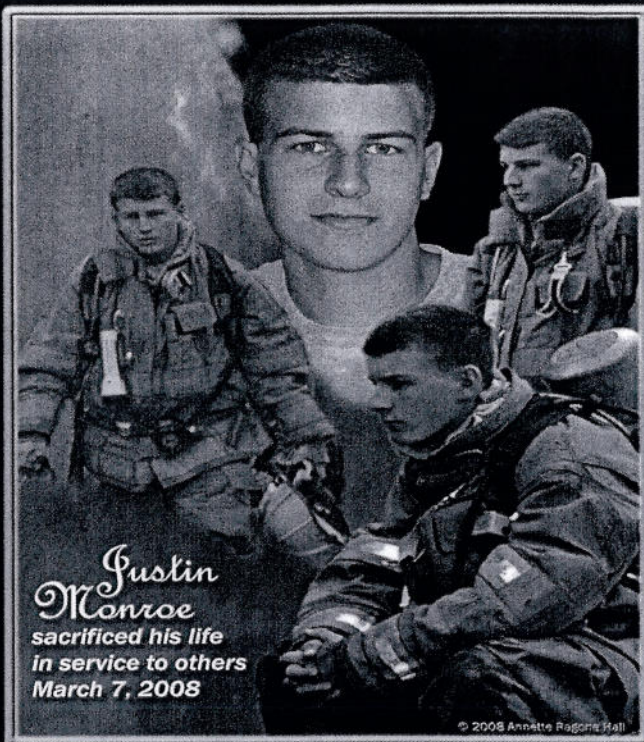
March 7, 2008, 06:58:57 hours  
1820 S. Martin Luther King Ave.  
Alarm: 08002680

Assigned to Rescue 1 June 11, 2007

Awarded "Top Gun" Honors  
2007 Rowan Cabarrus Community  
College Recruit School

Firefighter Victor A. Isler age 40 was a veteran and seasoned member of the fire service. Prior to becoming a member of the Salisbury Fire Department, Victor was a dedicated member of the Deer Park Fire Department in Long Island NY and a Medic with the FDNY. He was the valedictorian of his Medic class with FDNY and the "Top Gun" recipient in the 2007 Rowan Cabarrus Community College Fire Academy. After the tragedies of 9/11 Victor worked beside his family and brother firefighters at ground zero in Manhattan. He is credited with saving lives in NY as a Medic, and as a Firefighter in Salisbury he and his Captain (Rick Barkley) are credited with saving the life of an Eastwood Village women trapped in a fire in early 2007. Victor was an avid NASCAR fan and always enjoyed a good game of hockey with his son. He was a dedicated husband and father to his wife Tracy and their two children Ryan-Ann and Victor Jr. Victor always enjoyed good practical joke and was larger than life. One of Victor's favorite quotes around the firehouse was "No Worries".





## Justin E. Monroe Squad 1

March 7, 2008, 06:58:57 hours  
1820 S. Martin Luther King Ave.  
Alarm: 08002680

Assigned June 7, 2007

Volunteer Lieutenant with the  
Millers Ferry Fire Department

Firefighter Justin E. Monroe age 19 was mature beyond his years and a dedicated member and student of the fire service. Justin began his fire service career as a Junior Member with the Millers Ferry Fire Department and as an intern with the Salisbury Fire Department. He began working as a part-time paid firefighter with the Salisbury as soon as he was eligible. He was an attendee of the 2007 Rowan Cabarrus Community College Fire Academy where he completed his basic 1001 firefighter certification. Justin was also a student at Central Piedmont Community College and was working towards his Fire Science Degree. He had passion for the fire service and the community in which he lived and served as a member of the Spencer Fire Department. Justin had worked his way through the ranks with the Millers Ferry Fire Department and was recently promoted to the rank of lieutenant. He was an avid duck hunter and outdoorsman who treasured his beloved hunting dogs. Justin leaves behind his mother Lisa, father Eddie and Brother Mark. Justin will always be remembered for his larger than life smile and friendship to anyone he encountered.



## Introduction

March 07, 2008 was a tragic day in the City of Salisbury. Firefighters Victor Isler and Justin Monroe died in the line of duty while fighting a fire at the Salisbury Millworks Plant. The loss of these men has affected all of the members of the Salisbury Fire Department, the City of Salisbury and Rowan County Fire and Emergency Services community.

In the months following the tragic incident, members of the Fire Department along with specialized agencies have investigated the fire scene and the actions of the fire department in effort to review every aspect of this incident so that we can apply the best possible practices for the safety of our firefighters, our community and the fire service as a whole.

This is the most comprehensive after action analysis performed in the history of the fire department. The information provided in the after action report is modeled after similar reports created by Fire Departments across the country and is consistent with the internal critiques practiced by the Salisbury Fire Department since 1984. The goal of this after action report is to improve the effectiveness and safety of the department by conducting a thorough self critical analysis of this incident. This report will also provide all members of the department and fire service the benefits of the experience of those who participated in the actual emergency and help reduce the possibility of reoccurrence of problems encountered by a constructive analysis of operations.

The information contained in this report has not been developed to seek or find fault with the members of the department, however, it will provide an analysis of the fireground factors and post incident comments associated with this incident.

This report is based on information recovered from audio (fireground traffic), interviews with members of the Salisbury Fire Department, a study of the building and multiple site visits to the scene. Reviews of this incident have or are being conducted by the ATF, SBI, Salisbury Police Department, OSHA, NIOSH and other outside agencies not mentioned. An outside panel has also been requested by the City Manager and the Fire Chief for a review of the findings associated with this incident. This panel will meet and fulfill its mission in the coming months.

Firefighting is a hazardous occupation and while we have attempted to provide the facts based on the above described process, we will never be able to provide all of the answers relating to this tragedy. In some cases only the deceased firefighters would be able to provide insight as to the events surrounding their situation.

This report is not definitive or conclusive in its summary, however, we are comfortable with the information presented and we are confident that we have identified areas for positive improvements and change within our department and the fire service as a whole.

In closing, the information contained within this report has been documented and recorded with the highest level of respect and honor given to the deceased, firefighters, families and the community of Salisbury.

**AFTER ACTION REVIEW TEAM**

**Team Leader**

Division Chief David H. Morris, Salisbury Fire Department – Training and Safety

**Contributing Team Members**

Battalion Chief Terry S. Smith, Salisbury Fire Department – Fire Marshal

Battalion Chief Chris D. Kepley, Salisbury Fire Department – Logistics

Battalion Chief James W. Geter, Salisbury Fire Department – Fire Control

Battalion Chief Greg T. Overcash, Salisbury Fire Department – Fire Control

Battalion Chief Carlton C. Butler, Salisbury Fire Department – Fire Control

Captain Kenny Payne, Salisbury Fire Department – Fire Control

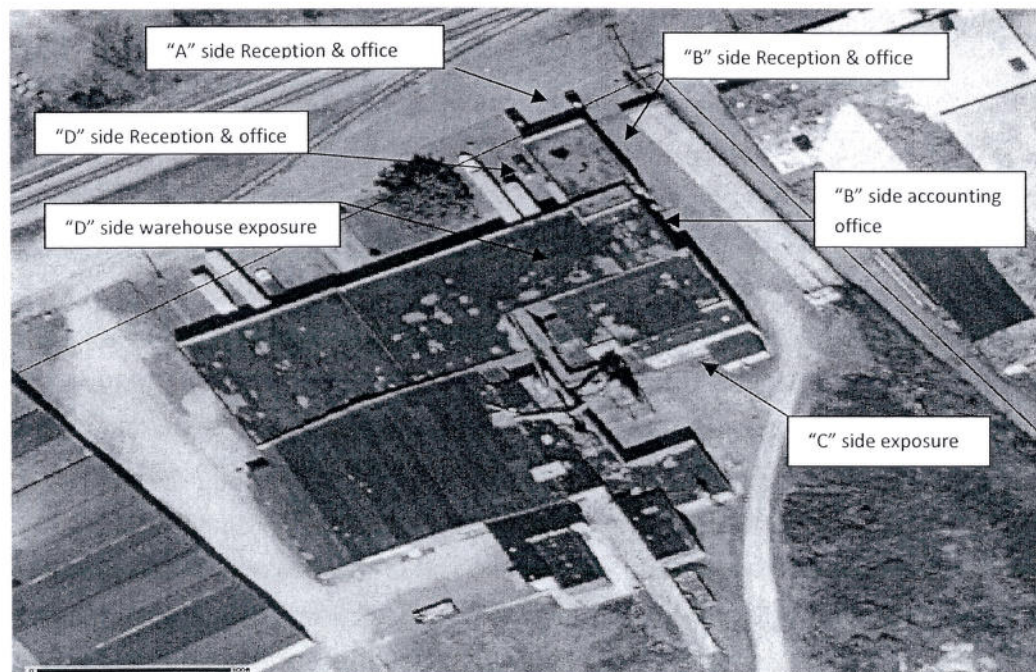
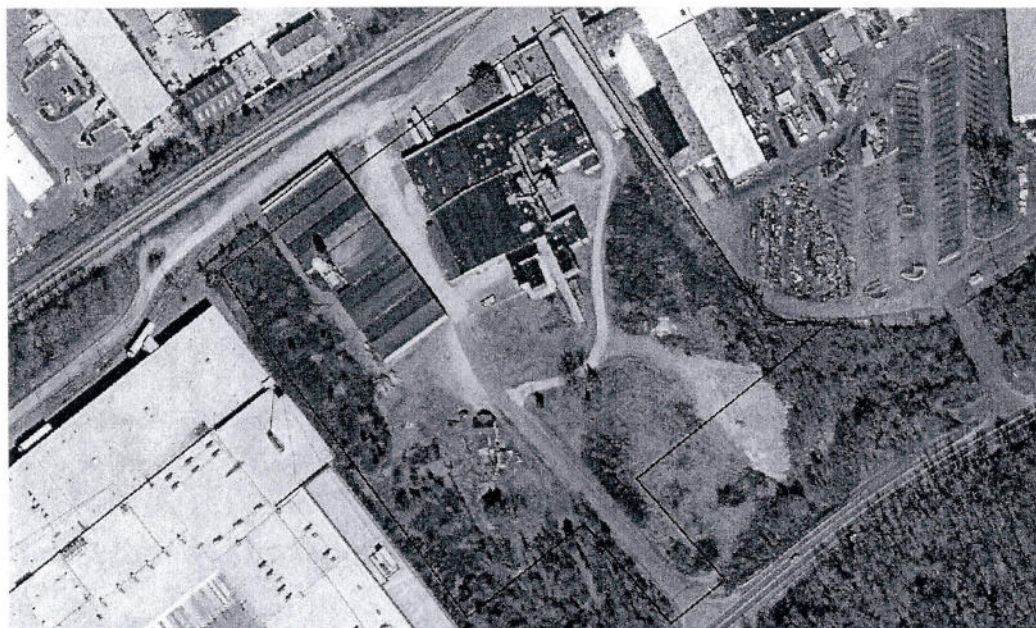
All Members of the Salisbury Fire Department

Members of the Automatic and Mutual Aid Fire Departments Assisting the Salisbury Fire Department on  
March 7, 2008



**Location and GIS Information: 1820 S. Martin Luther King Ave. Salisbury Mill Work**

The parcel ID for the property is 060 028 and the total acreage listed on the Rowan County GIS website is 10 acres. The building was listed as valued at \$969,350 dollars and there was an estimated additional \$1 million dollars worth of inventory in the warehouse. The building was insured for \$2 million dollars.



Aerial View of Salisbury Millwork taken in 2006.

**TIME AND DATE OF DISPATCH:**

07:05:03 March 07, 2008

**WEATHER:**

Average sustained winds from the East of 7.8 mph with gusts of 21 mph. Heavy rain at times with a total accumulation of .62 inches, visibility recorded at ¼ mile. Average temperature of 53 degrees with an average humidity of 78%, 100% was the highest recorded at 11:00.

**INITIAL CREWS RESPONDING:**

Battalion 1 – Assigned Battalion Chief K. Payne

Safety 1 – Captain C. Lyerly

Quint 1 – Acting Captain B. Elliott, Acting Engineer C. Haynes, FF C. Miller

Quint 2 – Captain C. Orbison, Acting Engineer B. Sebastian, FF M. McNeil

Quint 3 – Acting Captain L. Horne, Acting Engineer R. Alston, FF J. Yowler

Quint 4 – Captain R. Barkley, Acting Engineer D. Carter, FF B. Roberts

Rescue 1 – Captain B. Fox, Engineer Frazier, FF C. Damato

Squad 1 – FF V. Isler, FF J. Monroe

Division Chief 30 – Chief B. Geter

On Call – Battalion Chief 40 T. Smith, Battalion Chief C. Butler, Captain M. Spry, Captain D. Nichols

**Additional Persons assigned a Division/Group or referenced in this report include:**

Chief 10 – Fire Chief R. Parnell

Division Chief 20 – Chief D. Morris

Battalion 2 – Battalion Chief T. Overcash

Battalion Chief 50 – Battalion Chief C. Kepley

Station 57 – Granite Quarry Fire Department (RIT 1)

Station 60 – Locke Fire Department (RIT 2)

Station 45 – Cleveland Fire Department (Class "A" Foam Unit)



## **HISTORY OF THE BUILDING:**

**1939** – The plant, named Arey Brick and Lumber Company, was consumed by a fire when the night watchman discovered flames around 20:45 hours in the middle of December. The building was fully involved upon arrival of the fire department. Two near-by houses and two fire trucks were burned by the flames.

**1947** – The company is sold to Ree Goodman and the name is changed to Salisbury Lumber.

**1959** – A fire started in the basement of the plant around 06:45 hours that was discovered by an employee. The building was a total loss and the headlines in the Salisbury Post read "Worst Blaze in History of City Ravages Salisbury Lumber's Plant."

**1959** – The company rebuilt the facility after the fire.

**1998** – A fire is reported at 21:22 hours on November 15<sup>th</sup> at the facility. The fire started in the dust-collecting bin inside the wood shavings warehouse. The fire did not extend into the main portion of the building.

**2008** – A fire is reported at 13:22 hours on February 27<sup>th</sup> at the facility. The fire started around a band saw and was found to be smoldering by fire crews upon their arrival. Crews checked for extension in the exhaust system, however, it was determined that there was not any extension. Crews remained on the scene for just over an hour.

## **COMPANY PROFILE AND BUILDING DESCRIPTION:**

Salisbury Millwork makes cabinets and architectural millwork for institutional and commercial projects. The company reported in a business article in 2006 that it had annual sales around \$6 million dollars and was projecting sales to reach \$10 million dollars annually in the next several years. Recent jobs include the \$900,000 student union contract at Washington and Lee University, \$1.7 million job at Ballantyne Resort Hotel in Charlotte, and a \$500,000 project at the headquarters of Extended Stay Hotels. The company currently has 35 employees and they produce around 350 cabinets per week.

The building was rebuilt in 1959 after a fire totally destroyed the existing structure and the layout has remained basically the same with minor renovations over the years. The only permits obtained from the Rowan County building department over the last decade by the company was for HVAC work. The structure is one story with a partial basement and manufacturing was performed in both the basement and 1<sup>st</sup> floor. The building included an office area, millwork area, and a manufacturing and warehouse area. The total area of the building including the 1<sup>st</sup> floor and basement was 79,000 square feet. The building's roof was composed of wood decking under a composite roof. The structural makeup of the building included wood floors and roof supports with large, heavy steel I beams in the warehouse and manufacturing area. The walls of the building were masonry with brick façade on the exterior.

The warehouse and manufacturing area encompassed the largest portion of the facility with 70,000 square feet. It included an elevator in the middle of the production area that allowed the workers to



move needed supplies between the basement and 1<sup>st</sup> floor. The warehouse and manufacturing area was separated from the office area on the 1<sup>st</sup> floor by a masonry wall. There was no separation in the basement between the warehouse and manufacturing area and the millwork area.

The office area consisted of a basement and 1<sup>st</sup> floor and encompassed 7,500 square feet. On the 1<sup>st</sup> floor, a masonry wall separated the office area into two areas. In the basement, the millwork area was located in the southern portion of the building and a masonry wall separated it from the northern portion which was used as a conference room and a storage room. A gypsum wall with 2"x4" wood studs separated the conference room and the storage room. The floor in the basement was concrete with carpet covering in the conference room.